

Department of Public Works

American Samoa Government
Pago Pago, American Samoa 96799



FY 2004

Organizational Charts, Goals, Objectives, Actions, and Strategies



Department of Public Works

American Samoa Government

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Mission Statement

The primary mission of the Department of Public Works is to provide high quality construction engineering, design, construction management, construction, maintenance, renovation, and repair services of ASG infrastructure, equipment and facilities throughout the territory. Within this framework, the Department of Public works endeavors to employ environmentally sound, culturally sensitive, socially responsible and cost effective practices in all service areas, programs and projects.

The Public Works Department is a large and complex organization comprised of eight divisions: Office Of The Director, Finance/Administration, Land & Survey, Civil/Highway, Architectural & Engineering Services, Building Inspection, Maintenance & Operation and Manu'a M & O. Public Works Organizational Policy is to maintain government property in a safe and acceptable manner and support other departments in the performance of their daily functions and in emergency situations.

Director's Office

The Director's Office provides management oversight, assistance and support to all the divisions and branches of the department. Specifically, the office develops reviews, and issues policies and directives to the various divisions of the department. The Director's Office reviews and approved official department correspondence, maintains the official correspondence files of outgoing and incoming mail, and serves as the focal point for official requests for department services and information flow. The office provides direct management oversight of the DPW Spare Parts and Supply and Engineering Information coordinates activities with local, state and federal officials for the department. The office schedules and coordinates meetings, manages conference facilities and provides necessary planning and support services for the DPW Director.



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Governor
American Samoa

Director's Office
Dept. of Public

Admin/Finance/
Personnel/MIS

Land &
Survey

Civil/
Highways

Architectural &
Engineering

Building
Inspections

Maintenance &
Operations

Manu'a
Maint/Operation

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FY 2004 General Goals, Objectives, Actions, and Strategies

- To maintain good work ethics, equal employment opportunity, safe and qualitative work performance

- The general goal of the Department of Public Works is to provide top quality and professional service delivery to residents and businesses and government departments assuring complete satisfaction.

- To increase operation funding from the CIP 2004 Grants, to support the various department goals as proposed.

- We will request the Governor of American Samoa to increase Public Works CIP allocation budget for fiscal year 2004.

- To expand and unify a centralized GIS database to serve all government departments and emergency services, e.g., fire/ambulance/etc.

- The appointment/selection of the Department of Public Works to develop and maintain a fully integrated Geographic Information and Facilities Management System, to provide Computer aided Design support in the latest technologies, management

Senior Admin
Assistant

Clerk
(Special)

Director

concepts,
and training
techniques,
by the Governor
of American
Samoa.

Special Asst.
To Director

Technical
Assistant

- Cross-trains a minimum of 40% of employees

- A massive training program have been deployed for all divisions of the Department, emphasizing 'local training' preference. This will allow more participants for training rather than a few to travel off-island to be trained.

- To ensure that dependable and adequate public infrastructure that supports the existing and future development needs of the Territory.

- Provide needed capital improvements to repair or replace obsolete or worn out infrastructure facilities, eliminate existing deficiencies and meet the needs of future development and redevelopment.
- Maintain and improve existing drainage facilities in areas that have capacity deficiencies and a history of flood complaints, while using generally accepted design criteria for current and future projects.

Administration/Finance/ Personnel/MIS Division

This Division prepares and analyzes the budgetary needs of the department, reviews the propriety of all purchase requisition and processes them accordingly through the ASG procurement system, tracks expenditures against budget and reconciles them with treasury records, analyzes the performance measures of each division and prepares quarterly performance reports, as well as other regular financial reports as required. In addition, the Finance/Administration Division processes employees recommendations to the DPW Director, initiates training programs and to provide financial and administrative support to all DPW divisions in meeting their objectives.

FY 2004 Goals, Objectives, Actions, and Strategies

Accounting Section

- To increase the availability of accurate and useful financial data to aid the administration in planning for the future.
 - Issue monthly financial reports for Director and Managers
 - Monthly reconciliation with Treasury records
 - Upgrade accounting software and train accounting personnel
- To de-centralize budget and expense controls to division level
 - Provide budget information to divisions
- To develop performance measures for each division in order to analyze cost effectiveness in future budget preparation.

Contracts Section

- Continue to improve staff efficiency by making greater use of computer technologies and programs to provide accurate and useful information to project enginners:
 - Review available software to handle transactions
 - Create an integrated database of all Contract Section transactions
 - With Personnel and MIS, coordinate training sessions
 - Provide monthly reports to Director and project engineers
 - Monthly reconciliation with Treasury records
- Ensure compliance with local and Federal labor laws, equal opportunity policies and affirmative action plans:
 - Contract employee seminars on local and Federal laws

Personnel Section

- To ensure that the best qualified personnel are recruited and employed according to local and federal laws:
 - Develop recruitment policies and guidelines
 - Educate/train personnel staff on local and federal hiring laws
- To provide staff compensation, benefits and working environment sufficient to attract and retain qualified employees:
 - Follow up on reclassification corrections

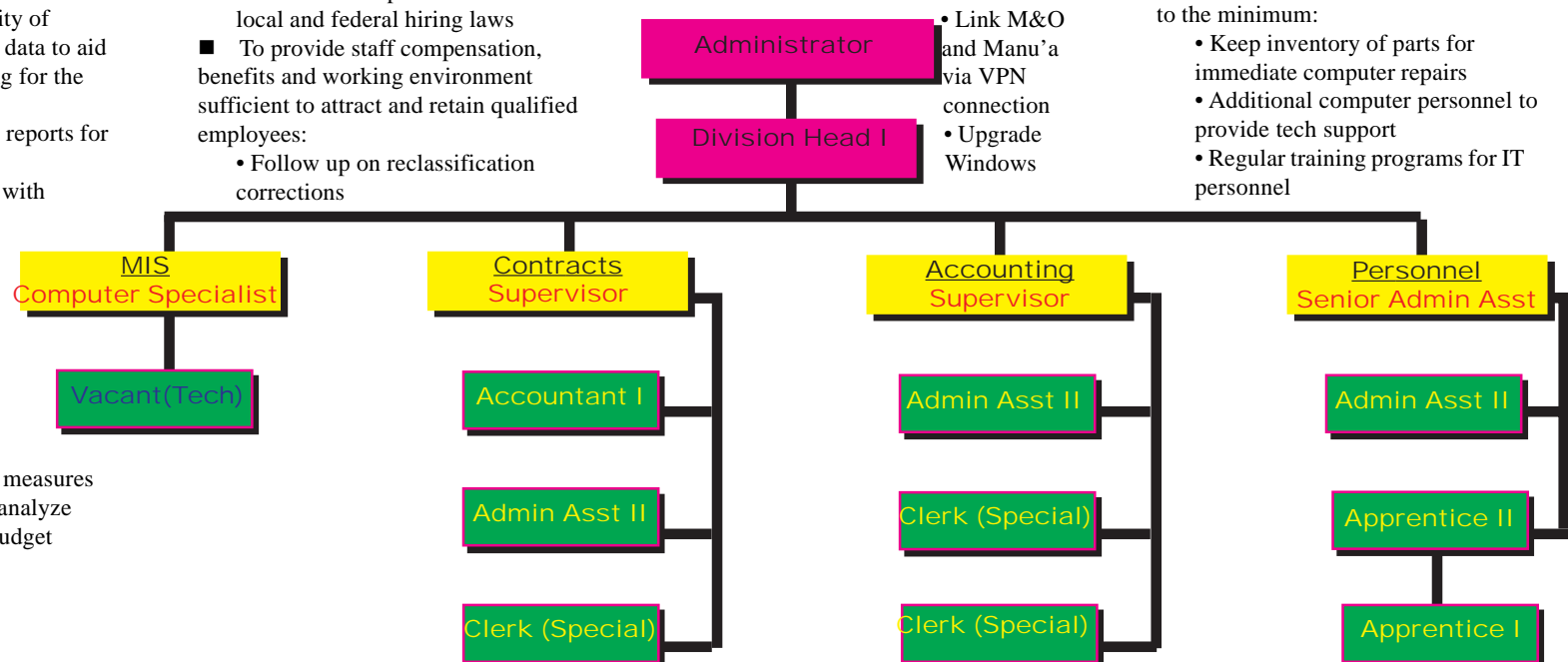
- Implement increments on a timely basis
- To provide an in-service training program for all employees to improve their performance:
 - Apply for OMIP grant for Autocad, GIS, and Inspector training
 - Provide in-house Windows/MS Office/Networking training programs
- To increase quality of communication between the Director, Manager, supervisors, and employees:
 - Prepare Organizational Charts for Divisions
 - Initiate seminars on correct and proper written and oral communications

IT Section

- To provide a robust and reliable technology infrastructure that supports the department's needs.
 - Install wireless network at EOB and M&O
 - Initiate centralized file storage for all DPW critical files

Server 2000 to 2003

- Work with Personnel to develop in-house quarterly training program on networking/Windows/Office
- To provide superior administrative information system technologies that will permit the implementation of the most cost-effective administration, the best services to other government agencies for planning and decision making
 - Implement motor pool fleet software
 - Bring in trainer to jump start implementation
 - Implement electronic transfer interface with handheld device
 - Install report writer add-in
 - Add 2 workstations for data entry
 - Implement M&O work order software
 - Additional training on software
 - Add 5 workstations for data entry
- To provide immediate response to technical support on hardware and software level and keep server downtime to the minimum:
 - Keep inventory of parts for immediate computer repairs
 - Additional computer personnel to provide tech support
 - Regular training programs for IT personnel



Land and Survey

The Lands and Survey provides field survey, mapping and survey review services for the American Samoa Government. Utilizing the latest technology available in the territory, the Land and Survey Division conducts a compliance review of all official survey documents prior to title registration. The division also develops and maintains the official Geographical Information System (GIS) for land boundaries and maintains the official inventory for government lands. In addition, the division strives to provide accurate and updated survey information to government and the general public.

FY 2004 Goals, Objectives, Actions, and Strategies

INTRODUCTION

- This planning statement to provide a mission, a management plan and an indicative budget required to implement the proposed management plan. The management plan demonstrates a consolidation of the Division's responsibilities and the continuing focus on more effective regulatory systems and efficient service delivery. It is envisaged that this planning statement will set the scene of a corporate plan for SLID which presents 3 years planning horizon on the proposed structure and roles of the division.
- The statement is geared to enhance understanding of the division that will enhance the focus and further improve understanding amongst staff on the roles and responsibility of SLID in serving the interest of all stakeholders.

ASSUMPTIONS

- SLID is confident that the following scenarios will improve utilization of its resources and application of best practices in the delivery of its tasks and services:
 - Recognizes the need for an interim revision to accommodate any possible shifts in priority on the part of government
 - That Government policies and strategies will remain the same over the remaining duration of the plan
 - That stakeholders will continue to be supportive of government programs
 - Good partnership with other government agencies, private sector and the general public on areas of common interest
 - That the government provide sufficient resources, monetary, human and physical, to implement activities

MANDATE

- SLID through the Asst. Director, is the government contact for all required surveying work. Its role on ensuring the professionalism of the professional is recognized made reference to Registration for Professional Surveyors (AMLIS) within SLID, extends its mandate as being the focal point on all cadastral data and any GIS data generated by the division. While it is generally accepted that SLID through the Asst. Director as the mandatory agency for all land surveys and cadastral work, it had been realized that is not well reflected in any act or regulation. It is critical that this role and recognition be legally in place to support all governments and community development efforts where this service is required.

OPERATING ENVIRONMENT

- SLID is currently operating under the umbrella of the DPW. Provision of survey services for works program had been the key role of SLID. In the past decade, the physical pressure on land as a resource for development and improvement had

realized that the scope of SLID had expanded to provide critical land information so that government and landowners can sustainably manage their land and the resources it provides.

Internal

- SLID recognizes the importance of providing good quality services to its stakeholders through strengthening the following areas:
 - Clearly defined functions and responsibilities;
 - Appropriate policies and legislation;
 - Streamlining operational systems and procedures;
 - Improved levels of accountability, transparency, and good governance;
 - Provision of adequate resources;
 - Better cooperation amongst divisions, sections and individuals within PWD and other Government agencies
 - Setting priorities in line with available resources

External

- The external factors and conditions that may affect the achievement of SLID objectives include: Duplication of services by other government agencies on areas of common interest; Support and coordination from other line ministries; Sharing of and access to information; Policies to be consistent with the Government key strategic outcomes

ORGANIZATION STRUCTURE

- The division aims at providing high quality services through the adoption of the following key principles and values maintain good governance, be fully accountable for their professional behavior and total transparency:
 - **Quality Management** Efficient and effective services and products; critically assessing the degree of achievements against desired standards, demonstrating a total quality approach in own work and in dealing with others.
 - **Professional Integrity** Take pride in your work; humility in services and

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respect in the work place. Create and maintain outstanding relationship with staff and clients with customer focus services, respect, competency in service, well presented and friendly.

- **Team Work** Promote collective effort, coordination, participatory approach, open communication, and information sharing.
- **Equity** Promote and maintain equal opportunities for all, neutrality, gender balance and strengthen high staff morality.
- **Efficiency** Concern with doing something better through effective management; sees events as opportunities. (Cutting through red tapes to get things done).
- **Identity** Solidifying one's sense of belonging and affiliation as a foundation of pride and identity and, which forms the basis for strengthening working relations and teamwork.
- **Self-respect** Conscious of and adherence to prevailing social principles that encompass strict observations of sanctioned conduct, customary rituals and norms and, beliefs and values of which together forms a basis of enhancing one's self-development and utmost dignity.

MANAGEMENT PLAN

- This management plan provides a logical framework for achieving the objectives of the Planning Statement within the specified timeframe. The plan is arranged so that the outcomes to meet the objectives are in harmony with the annual budget.

KEY PRIORITY

- Key areas along with other ongoing activities that SLID would be earmarking within the proposed budget are as follows:
 - It requires a full review of relevant regulation and rules that should provide a Mandate for SLID through the Asst. Director as the key agency for approval and consent for all survey

Land and Survey...continued

work on behalf of Government. It would require Funding for a legal personnel.

- The growth in technology and its administration requirements confirms the need for an allocation to fund consultancy services on an ad hoc basis.

Mission Statement:

■ To develop and implement best practice in Land Surveying and Spatial Data Management in our Land Information System (LIS) and Geographical Information System (GIS) is to provides a comprehensive computer services that include defining information needs and translating those need requirements into computer programs, administering network systems hardware and software, and computer room operations. Those two systems also provides a help desk service, together with application support and a wide range of training programs,a citizens action lines, a geographic system, Land Information System, and imaging of records and documents, in order to develop a spatial data management.

Objectives:

- Create functions to download data from the server to a spreadsheet and train users to do it.
- Address and implement server security issues for accessing files from the PC.
- Improve network data backup system performance and reduce length of run time.
- Reduce workload on main server and improved performance on network.
- Analyze and develop new application projects as requested.
- Complete photo control survey, planimetric mapping, digitizing maps, and orthophoto production.
- Develop standards for indexing and destruction of documents.
- Implement computer output laser disk, document capture, forms processing

and workflow.

Survey Mission Statement:

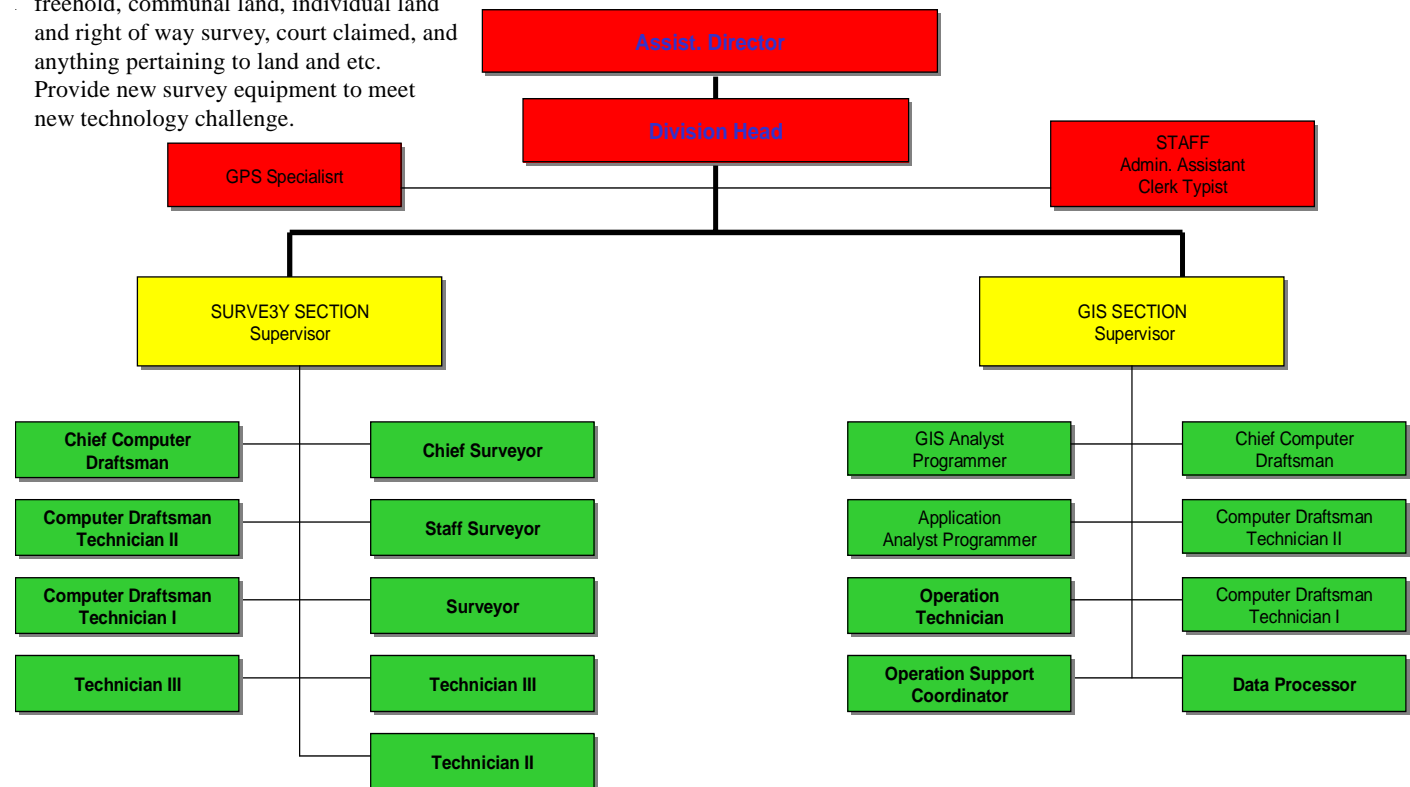
■ Surveying, and particularly that area called land surveying, and its related function of boundary has been closely tied in to the progress of civilization. Boundaries have played and still do play an important part in each person's life. Boundaries are necessary to delineated the area extent of interest and estates in land and the resultant obligation of ownership. Boundaries in and of themselves function as a dividing lines, commencing at the lowly property line between contiguous neighbors or farms that are guarded by simple fence separating the two national and international boundaries guarded by armies. Therefore our mission is to develop the new technology we have access to, to modify our new system of surveying, and develop a methodology to upgrade all cadastral survey, leases, freehold, communal land, individual land and right of way survey, court claimed, and anything pertaining to land and etc. Provide new survey equipment to meet new technology challenge.

Objectives:

- Develop cadastre Data-Base Registry
- Categorize cadastral guidelines
- Develop a computer registers for freehold land
- Develop interest registers for leases, other interests that freehold
- Develop a computer registers for communal land and individual own land, etc.
- Develop partnership with Registrar of Land Titles to develop a Data-Base in Lands Registry
- Computerize all Lands Registry
- Provide technical services to support the sustainable infrastructure project of ASG and Federal Government
- Documentation of all right of way land acquisition

Objectives:

- Act as a searcher, Real Estate Titles
- Contacting property owners
- Draw up necessary documents to contact property owners
- Examines agreements and documents to detect errors and omissions in legal form and procedures
- Standardized procedures
- Files approved grants and related correspondence



Civil/ Highways Division

The Civil/Highway Division of the Department of Public Works is committed to serve the community by building and repairing the territorial highways, secondary roads and connecting roads in order to provide for the public's safety, design and build roads for the uninterrupted traffic flow of public and commercial vehicles and *D*The Highway Division of the Department of Public Works is committed to serve the community by building and repairing the territorial highways, secondary roads and connecting roads in order to provide for the public's safety. Design and build roads for the uninterrupted traffic flow of public and commercial vehicles and develops highway infrastructure for local commerce, foster social and industrial growth with roads constructed for future needs. *The mission of the Civil/Highways Division is to serve the public by providing a transportation system and services that emphasize quality, safety, cost effectiveness, economic vitality, sensitivity to the environment, at the same time preserving the unique culture and landscape of American Samoa*

FY 2004 Goals, Objectives, Actions, and Strategies

Vision:

- Create a safer highway system, enhance the highway environment and improve the overall quality of transportation service for American Samoa. Further, to represent a practical approach to transportation that is consistent with and reflects the demands and expectations citizen's place on local government.

Goals:

- Enhance accessibility for all roadway users;
 - Provide exceptional customer service;
 - Improve safety for all roadway users.
- Methods used to achieve goals shall be, but not limited to:
- develop and train qualified personnel to provide quality service to ensure safe and comparable transportation system;
 - build and equip a certified materials laboratory;
 - update design and construction standards on a consistent basis;
 - establish building blocks to obtain higher degree of efficiency and accountability in operations, as well as service to the public;
 - upgrade and improve territorial-wide drainage systems.

Responsibilities:

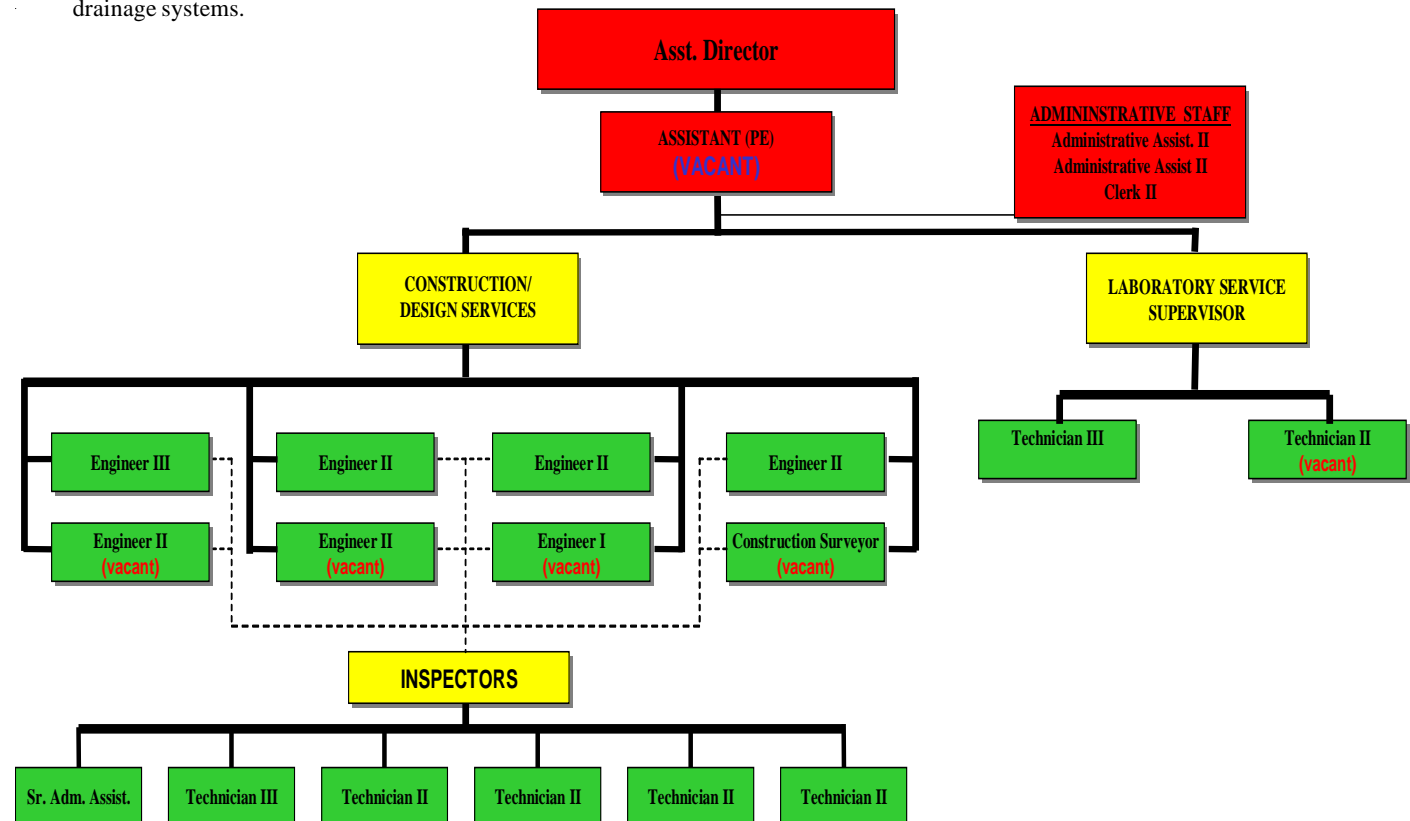
- The Civil/Highways Division is primarily responsible for the following duties:

- Planning and Design,
- Materials testing,
- Fiscal programming and cost accounting,
- Public Transportation Planning

Division Values

- **Truth, Trust and Teamwork:** By always seeking and telling the truth, we create trust. Trust fosters true teamwork, with all of us pulling our share and sharing out talents.
- **Safety and Security:** Safety will never be compromised. Security of our people and our assets must never be taken for granted.

- **Environmental Excellence:** We conduct our business activities in a manner that respects American Samoa's natural and historic resources.
- **Action and Accountability:** We know what our job is and we do it. If we have a question, we ask. We are willing to stand up for our actions and to accept responsibility for them.
- **Results and Respect:** We take action to produce results and measure our progress. By producing results, we earn, gain, and retain respect of customers and partners.

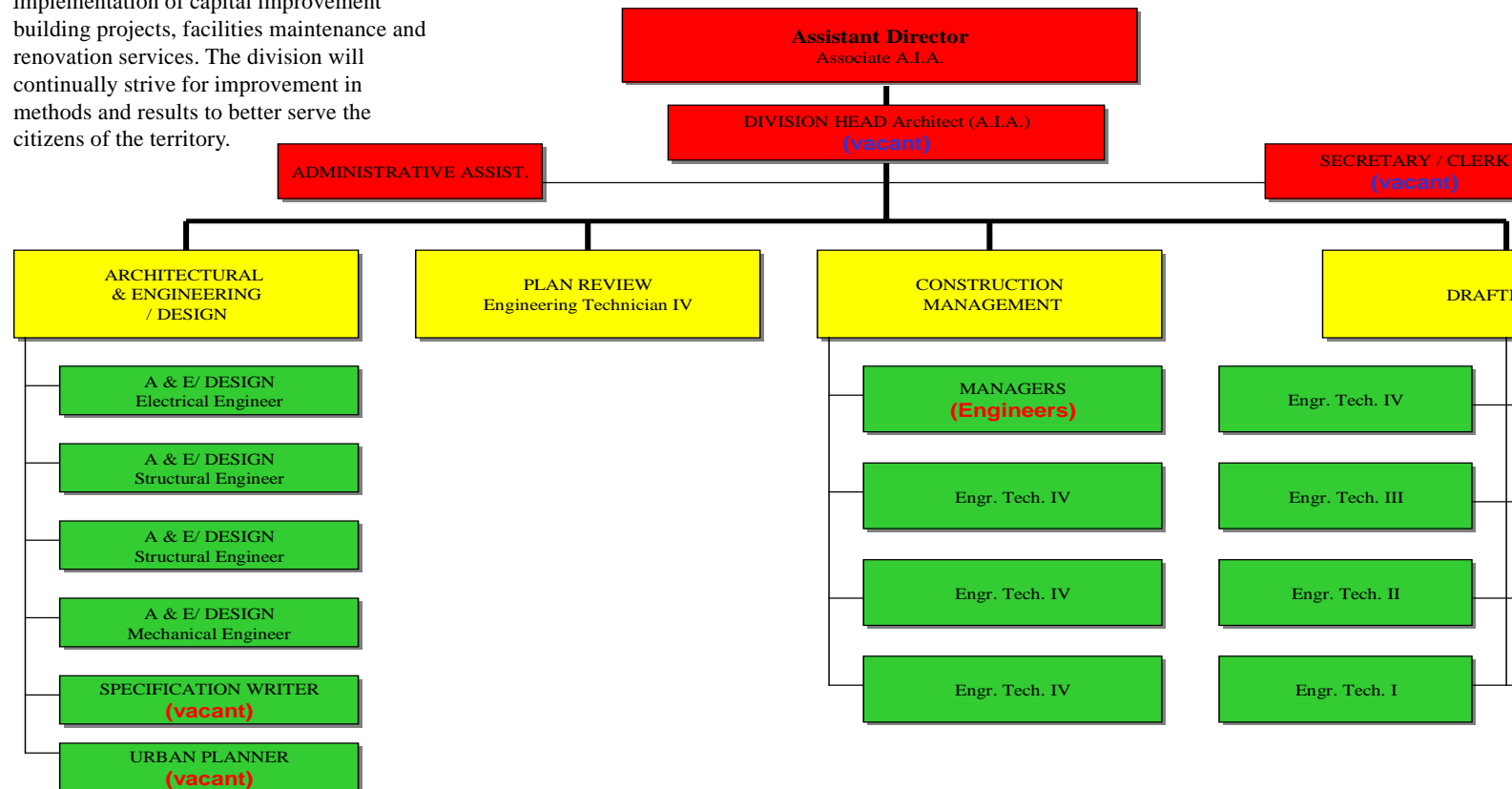


Architectural and Engineering

The Architectural Engineering (A/E) is to become the primary force in establishing the highest quality built environment in American Samoa. The A/E Division protects the safety of the citizens by enforcing the Uniform Building Code and other laws of the territory for all buildings. In addition, the A/E Division provides design and construction management services for government projects, and updates the public on the best and safest building design and technologies. A primary goal of the A/E Division is to provide appropriate, cost effective and safe government facilities for employees and the general public through the design, and implementation of capital improvement building projects, facilities maintenance and renovation services. The division will continually strive for improvement in methods and results to better serve the citizens of the territory.

FY 2004 Goals, Objectives, Actions, and Strategies

- To recruit a Registered Architect
 - An Architect is required to compliment the present design team.
- To successfully complete all the CIP projects
 - A & E is expected to be involved in a wide variety of building projects during the course of the next year.
- To provide training of A & E staff in AutoCAD and Project Management.
 - It is proposed that a trainer from off island shall be brought in to train in the use of Autodesk products and Project Management.
- To Introduce Quality Project Management System
 - A project quality manual is to be produce by the office quality group within the year.
- To provide training in the use of the new Software Auto Desk Building Electrical and Mechanical programs for the ongoing professional development for A&E staff members.
 - Trainer from AutoDesk shall run a two weeks seminar series for the new products that will be introduced this year.



Building Inspections

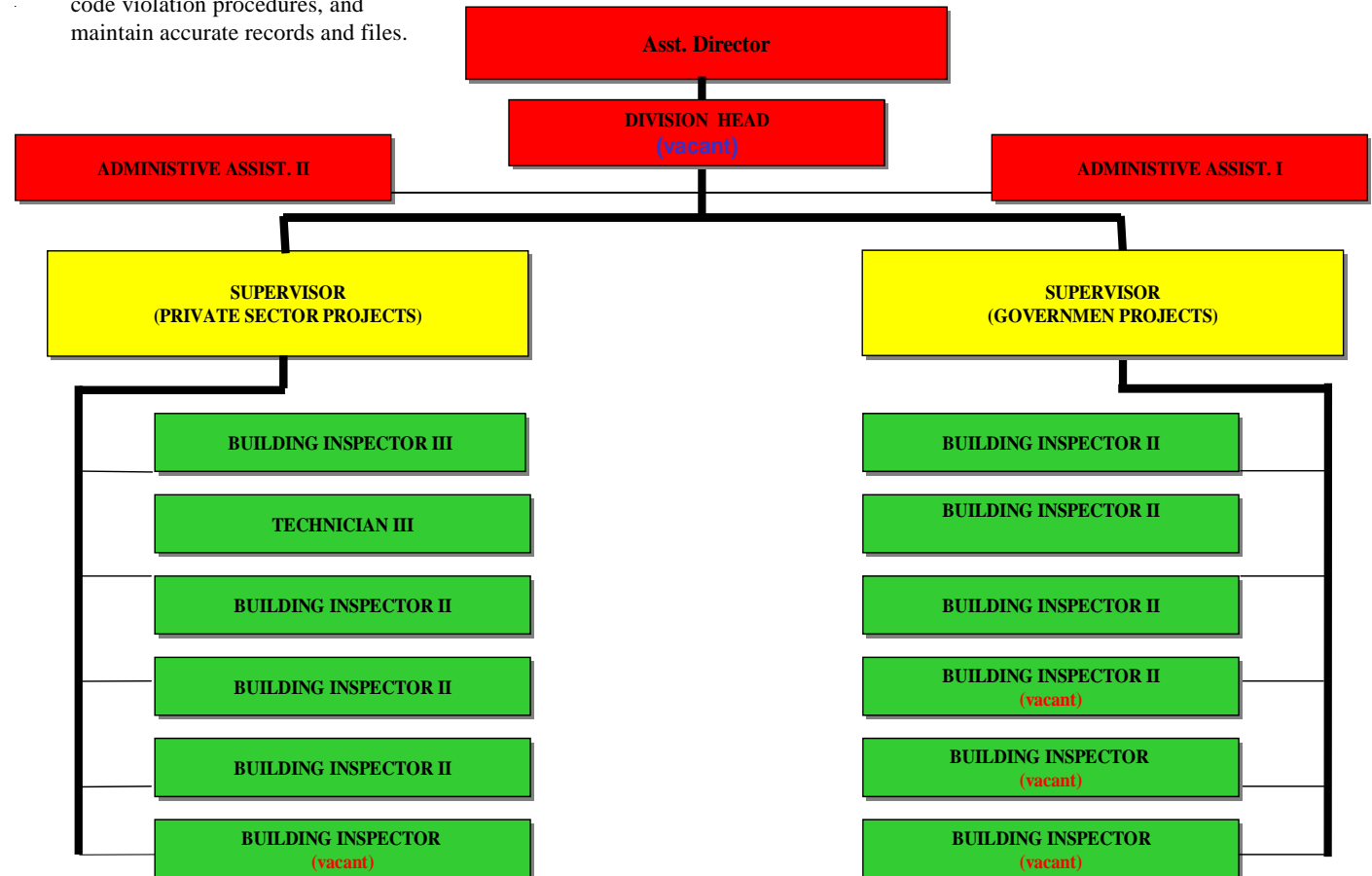
The Building Inspection Division provides effective and efficient building inspection services for the territory of American Samoa. Structural, electrical, mechanical, and emergency inspections performed by the Building Inspection Division are carried out in accordance with Uniform Building Code (UBC), and applicable federal and local regulations that apply to construction. In addition, it is the responsibility of the division to inspect and issue stop and condemnation notices for structures in violation of building codes and regulations, and certificates of occupancy for structures constructed to approve standards. The Building Inspection Division is also responsible for developing territorial policy and procedures as they related to construction requirement. The Building Inspection Division functions are designed to ensure buildings in the territory meet compliance standards so as to enhance the overall safety of the public.

FY 2004 Goals, Objectives, Actions, and Strategies

- To provide minimum standards to safeguard life, health, property, and public welfare
 - By regulating and controlling the design, construction, quality of materials, use of occupancy, location and maintenance of all buildings and structures within the jurisdiction of the Building Inspection Division.

- To train and certify all inspectors for structural, plumbing, and electrical inspection
 - Application for a training grant will be submitted to the CIP committee and to be funded by the OMIP program. This will enable the inspectors to perform complex and sensitive building inspections in more than one specialty area.
- To purchase a computer 'building control system' program
 - A computer program that will enable the inspector to document inspections, code violation procedures, and maintain accurate records and files.
- To provide uniforms, safety gears, and official ID badges
 - The inspection of federal projects has resulted in great alarm. The inspectors were not allowed on job sites, because they couldn't provide valid identifications and safety gears.
- To provide vehicles and communication devices for the inspectors
 - Due to limited personnel, it is necessary for an inspector to maintain an average of 8 projects per month. Therefore, each inspector must have a vehicle to travel to each of these locations. In addition, they must be in

possession of a communication device in order to communicate with the main office, in cases of emergencies and other related work responsibilities.



Maintenance and Operations

The Maintenance and Operation Division provides effective and efficient maintenance services for government facilities and equipment. The division provides emergency services whenever public safety is compromised. In addition, the division provides personnel to carry out special projects for government. Whenever feasible, the division supports local community projects where the interest of the general public is clearly advanced. Working within the framework of a streamlined organizational structure, the division identifies maintenance needs and funding requirements while incorporating innovative and planning techniques for the provision of reliable, high quality, cost effective maintenance and responsive emergency services in the territory.

FY 2004 Goals, Objectives, Actions, and Strategies

- There is no question that as population grows, so does the number of infrastructure development, increase of vehicles and maintenance services.
 - Emphasis in training, technical assistance, information automation, workforce certification and properly equipped with tools and equipment are priority areas.
 - The annual budget for the division should be increased to some reasonable amount to take care of its expenses and to be equipped with essential tools and other means for carrying out its functions and responsibilities.
 - Salaries for the employees should be adjusted to be commensurate with the work they are performing rather than the length of their employment.

a. Operations

- This new internal service division maintains all machines and heavy equipment of the division. Machines and heavy equipment operators will be the integral part of this group and their assignments will be based on daily schedules. additional activities include determining machine and heavy equipment requirements, performing preventive maintenance and repairs and disposing of surplus equipment.

b. Motor Pool:

- This branch will provide for vehicle and equipment management and maintenance. Activities include determining fleet requirements in collaboration with departments; preparing specifications for acquisition; performing preventive maintenance and repairs to the fleet; providing fuel; and disposing of surplus equipment.
- To provide new, improve technology, and networking programs.
- To provide training and certification.
- To purchase equipment and tools
 - The **Analyzer** machine, to diagnose vehicles problems, can be very cost effective not only in auto parts but vehicle down-time. OTC Diagnose scanner and Dual Trace Oscilloscope are just some of the equipment needs.
- To purchase 5000(2) Gallons Gas Tanks for gasoline and diesel storage
 - The existing tank capacity is 3000 gals. and is filled three times a week to accommodate a purchase order total. This causes delay in payments to the vendors and the distribution of coupons to the departments.
- To provide monitoring system at the gas pump station
 - A high-tech gas pump must be install with capability of pumping the exact amount of gasoline desire.
- To purchase tow trucks for government vehicles.
 - We will apply through CIP for a grant to fund the purchase of tow trucks for

small and commercial vehicles. These tow trucks will provide off-road services and towing of illegally used vehicles by the departments.

- To justify the annual fuel budget decrease for FY2004.
 - Due to the decrease of the fuel budget for FY2004 by 25%, the reduction of fuel coupon allocation to departments will be in affect.

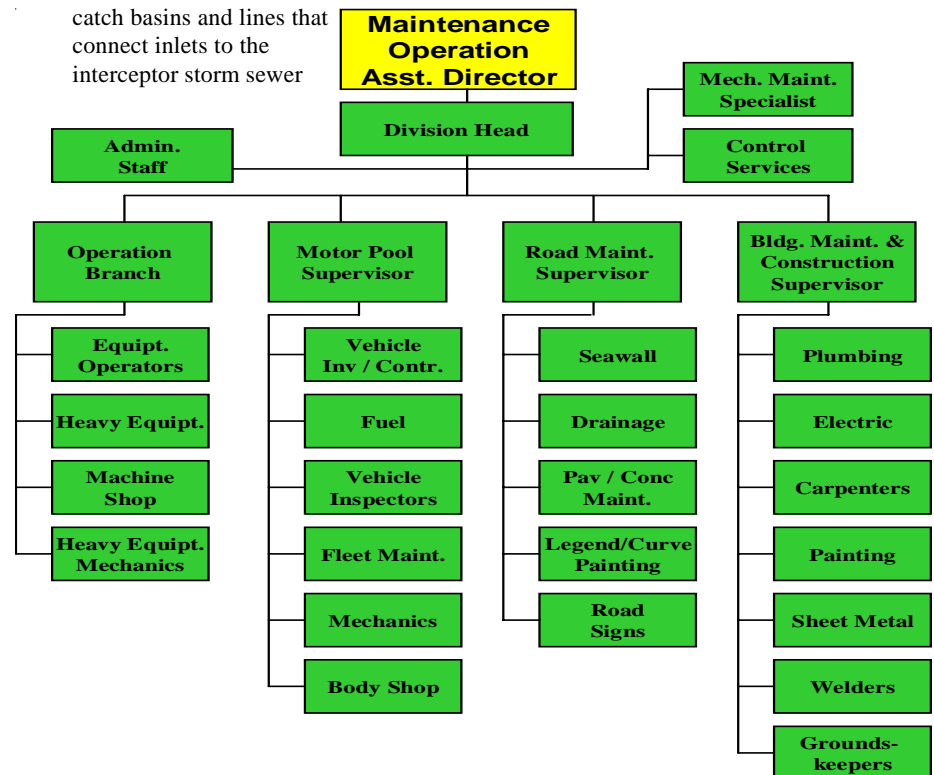
c. Road Maintenance:

- This branch provides for safe vehicular and pedestrian passage throughout the territory. The road activities concentrate on providing safe and comfortable road surface conditions through resurfacing, asphalt overlaying, pavement reinforcement, and base repair. Other road activities include the following:
 - To keep the roads clean
 - To keep the roads in good condition by repairing cracks and potholes
 - To clean street inlets, catch basins and lines that connect inlets to the interceptor storm sewer

- To repair and maintain street lights
- To install speed bump as recommended
- To plant trees along roadside
- To cut weeds and grass along roadside

d. Building Maintenance & Construction:

- This branch is tasked with construction of many buildings required to facilitate the operations of the other departments of the government. They are also responsible for structural, mechanical, plumbing, and electrical maintenance, including repairs to buildings, systems, and general areas such as painting, cabinetry construction and floor tile, too name a few.
 - Complete the Solaita Baseball Field project
 - Complete the sub-division of the M&O building



Manu'a Maintenance & Operations

The Manu'a Maintenance and Operation Division provides effective an efficient maintenance and landscaping services for government facilities. In addition, the division provides emergency services whenever public safety is compromised. Whenever feasible, the division supports local community projects where the interest of the general public is clearly advanced. Working within the framework of a streamlined organizational structure, the division identifies maintenance needs and funding requirements while incorporating innovative management and planning techniques for the provision of reliable, high quality, cost effective maintenance and responsive emergency services in the Manu'a Islands.

FY 2004 Goals, Objectives, Actions, and Strategies

- To increase the manpower for both Ta'u and Ofu.
 - In the past, we had a total of 55 employees. We are currently operating with 30 employees. This has been a stressful situation in trying to schedule work assignments without adequate manpower, not mention the safety for the workers. We have vacant positions in our budget and would request that we fill them immediately.
- To improve the processing and transportation of materials, supplies, and fuel.
 - The processing procedures must be revise to allow immediate release of goods for ample time to prepare for

shipment. In addition, we believe that if the fuel shipment can be administered by Public Works, it would not only be cost effective but it would eliminate the continuous fuel shortage on our end.

- To increase and improve the inventory of equipment, tools and vehicles.
 - The recent inventory of equipment, tools and vehicles conducted by the main office can provide evident to the fact of this request. Example: Because of no crane or forklift, we have to unload the cargo by hand from the boat on to the flatbed truck, and off-load again at its destination. This is time consuming and very strenuous on our elderly workers.
- To secure the perimeters of operation compound in Ta'u and Ofu.
 - Both locations are in need of fencing around its compound perimeters for security and safety of personnel and properties.
- To secure emergency communication equipment for Ta'u and Ofu.
 - Past experience have proven the importance of having these equipment for Ta'u and Ofu incase of emergency. If possible, they can also improve our communication on daily operation matters. (Maybe a short-wave radio)
- To develop a community awareness program for Tutuila viewing.
 - Filming of on-going and completed projects of Manu'a can be broadcast in the evening for Territorial residents viewing. This community awareness program can also justify our accomplishments here in Manu'a with great sense of pride in our Department of Public Works.

- To provide training opportunities for all employees.

Public Works holiday.

- There is a definite need for some training programs and seminars to educate our work force with the new technology of today. Training programs to regain, restore, and refresh their knowledge.

- We are proposing to the Director of Public Works that "Labor Day" maybe utilize as a memorial day for all the Laborers of the department. That the Public Works employees should celebrate this holiday together with their families and friends.

